Chapter No. 5

Theoretical and Conceptual Frame Work of the Study - Factors Affecting Job Satisfaction
5.1 Personal Variables:

Personal variables of an employee affects the level of his satisfaction in the organisation. These variables increases or decreases an employee satisfaction level. These variables are mostly control by an employee himself and have no external control.

Figure 5.1 : Personal Variables affecting Job Satisfaction.
5.1.1 Age:

In any given organisation you will never find employee working through in the organisation are of the same age, there age will differ and never will be different. Age is one of the most variable widely and commonly studied by the researchers and they try to find out relationship between these two factors. It has been observed that at different age the needs and the requirement of an individual changes and accordingly theses changes in his need and requirements affects his / her satisfaction level. It has be observed by many researchers that at young age in the beginning of the career of an individual the level of his satisfaction is higher as compared to other experience employee but as an individual gains experience and his / her experience increases their satisfaction their satisfaction level decreases but it has been also observed that as their experience increase or can be said after having 10 to 15 years of experience their satisfaction also increases. This is so because at the beginning of the career and individual want faster growth and do not have so much realistic view but more experience employee with increase in age wants stability in their job and have more realistic approach as compared to young individuals.

It has been also observed that older employee are demand less as compared to young employee young employee demand more form their job which they do not get causing dissatisfaction. Older employee with time get more comfortable with their job making them more satisfied as their demand for job decreases and they are not so much interested in promotions but are interested in stability in their jobs. Younger employee demand faster growth in less time and more monetary benefits which is not possible and such types of demand is not with older employee.

5.1.2 Tenure:
Tenure means number of years an employee spends in an organisation working. Many research conducted by many researchers indicate positive relationship between tenure and job satisfaction. Many researchers suggest that in the beginning of the career of an individual his / her satisfaction level remains low and it remains low for many years as in the beginning of the career and individual has many expectations from his job but slowly as the years pass away and the expectations which he / she has are not meet the satisfaction level of that employee satisfaction level starts to decline. The employee gets dissatisfied as the expectations which the employee had from the job did not get fulfilled and due to this the employee satisfaction level starts to decline and as the experience of the employee increases the employee expectation from the company reduces and then looking at the current situation the employee makes such expectations that can be fulfilled this will then lead to increase in employee satisfaction level.

It has also been observed by many researchers that if the employee has more experience in the same organisation then the employee will get bored and if the employee in this period was not able to fulfill his / her expectations which they had from the company then this will also lead to decrease in employee satisfaction level. It can be also said sometimes more experience can lead to increase or decrease in satisfaction level. It has also been observed that changing market conditions can also lead to decrease in employee satisfaction level.

### 5.1.3 Gender:

Gender is one of the most important factor which affects employee satisfaction. The satisfaction of male and female differs. There might be certain factors that might make female employee happy but the same factors will not make male employee happy. Satisfactions of male might differ on or might be same on certain factors affecting them.

Women’s while working in any organisation will like to have safe and respectful working environment. Many research carried out by many researchers suggested that there
should be equal opportunity given to women’s in the organisation. The research suggests that there is positive relationship between gender and job satisfaction but it is also observed that there is not direct impact. Research has suggested that females are more affected by social factors than monetary benefits but on the other hand men get more affected by monetary benefits and gets less affected by social factors. According to gender differences in the company the management has to take necessary steps and take care for the factors affecting male and females and make necessary changes.

5.1.4 Qualification Level:

Research has suggested that qualification level has a positive relationship with job satisfaction but the pattern of the relationship is not constant. Research conducted by many researchers suggests that qualification of an individual affects his satisfaction level. Research reflected that employee having primary or secondary education were having lower satisfaction level as compared to employee those are graduate or more than that. This can be due to the reason that employee with primary or secondary education is employee on lower designation as compared to employee higher qualification than them. Due to lower designation these employee get paid less as compared to other employee having higher qualification. Accordingly management also give different treatment to employee this all leads to increase of job satisfaction level of employee having higher qualification and lower job satisfaction level to the employee having lower qualification. Some times higher qualified employee job satisfaction might get decrease as their exceptions with the job are not met and they feel they are under paid or the treatment given by the management is not good.

5.1.5 Marital Status:

The research conducted by the researchers suggests that married employee feel more satisfied than unmarried employee. Research conducted on IT employee in Taiwan suggests those married employees are more satisfied that unmarried employee. Research also suggests that divorcee’s job satisfaction level is higher in comparison to
married and unmarried employee. For married employee the job satisfaction level increases as these employees's have more family responsibility and the job supports their family. Research suggests that there is positive relationship between employee satisfaction and marital status.

5.2 Organisational Variables:

The organisational factors affect the employee satisfaction level and these factors are important factors. These factors are important as employee in a day spends major time in the organisation. The management has to take appropriate changes to keep these factors stable and proper that the employee remains satisfied and be happy.

Figure 5.2: Organisational Factors affecting Job Satisfaction
5.2.1 The Work itself:

The work which the employee does itself affects the satisfaction level it can increase or decrease due to it. When the job of an individual gives the individual opportunity to grow like promotion opportunities, challenging tasks, greater responsibilities, and the right job which the employee feels that is right for him and he/she deserves it. When the job is having no greater responsibilities, challenging task or the job itself is not able to engage the employee properly then the job may lead to boredom or frustration. The employee will not feel to come to work and will lead to absenteeism and this will hamper working environment and other employee. The job of an individual should also have
mental and physical task equally. It is also suggested that the work itself can satisfy or dissatisfy an employee.

5.2.2 Monetary and Non – Monetary :

Research conducted by researchers indicates that pay has positive and significant impact on employee satisfaction level. It is been said that pay can increase satisfaction or dissatisfaction of an employee. It has been also observed that sometimes even if employee are highly paid then also these highly paid employee may not be happy and satisfied as they might be dissatisfied with the work they have to do. Research conducted by some researchers also indicates that so research conducted by researchers fails to establish link between pay and satisfaction. They were found that there is no significant impact of pay on satisfaction some even found that the impact is not direct but it is indirect.

Mostly it has been observed that monetary and non – monetary rewards has impact on employee satisfaction level, and it increase or decrease satisfaction level of the employee. Employee think that remuneration is the indicator of their hard work appreciated by the company and it also indicates their importance in the organisation.

While deciding remuneration management has to take into consideration that the compensation package should be as per industry standards and also take care that there should not be over payment. The compensation package should not be over expensive for the company. The compensation package should be designed in such a way that the employee should feel that the management cares for them and they have important place in the organisation. Compensation package should be equal to all employees as per industry standards and it should also motivate employee to work harder and give their best performance. Compensation includes monetary and non – monetary benefits.

- Monetary Benefits:
While the management decides to give certain level of monetary benefits, the management should consider that the monetary benefits provided by the company must act as a motivator. The Management should find out the reason behind employee satisfaction and dissatisfaction level related to monetary benefits. The management must take efforts to understand that what are the reasons behind employee dissatisfaction with the monetary benefits. The monetary benefits should be in correspondence to the work done by the employee and also according to hard work, efforts they put.

- **Non–Monetary Benefits.**

Non–monetary benefits also help in keeping employee motivated and help in improving their satisfaction level. Non–monetary benefits could be flexible working timings, proper brake timings, support from seniors, appreciation letters, number of holidays, movie tickets, lunch or dinner party, sponsored lunch and dinner at restaurant for employee family, health insurance, etc. employers must carefully plan before providing non–monetary benefit. Non–monetary benefits are considered to be the best way to keep employee happy and motivated. Non–monetary benefits helps in increasing employee satisfaction level.

5.2.3 Supervision:

Research conducted by many researchers indicates that there is positive relationship between job satisfaction and supervision done by supervisor. Supervision is one of the most important factors that affect job satisfaction. The supervisor should have the ability to give guidance, work knowledge, and leadership abilities to handle the employee working under his / her supervision. He / she should even have abilities to build up, maintain and promote team work. The supervisor should also help in developing trust in the relationship he / she should act a link between management and other employee. This trust build up by the supervisor will help to increase satisfaction
level of the employee. The supervisor should be unbiased and he/she should provide opportunities to employee working under them to express their views and give them freedom to express this will also add to employee satisfaction. The employee should have the feeling that the supervisor supports them, respects them and listen to them and help them to solve their problems.

5.2.4 Promotion Opportunities:

Research suggests that promotion opportunities has a positive impact on job satisfaction. If the employees get promotion opportunities they will have a feeling of self growth this feeling will increase the satisfaction level. Promotion opportunities will make an employee happy and will help the management to get employee loyalty and the employee will stay back in the company and thus will reduce attrition rate of the company. The promotion opportunities will make an employee to give his maximum to the company and he will maintain good relations with the company thus production will increase which in an indirect will increase company profits.

5.2.5 Co – Workers:

Many researchers suggest that working environment of the employee has great effect on satisfaction level of the employee. Co – workers behavior and the way they support respect each other help each other affect a lot the satisfaction level of the employee. If the employee does not get adequate support, help and co operation from the other co – workers this will lead to dissatisfaction. Research has suggested that there is positive relationship between working environment which is affected by co – workers and employee satisfaction.

5.2.6 Job Status:

Research by many researchers suggests that there is relationship between job status and employee satisfaction. The job status of an individual affects his/her satisfaction
level. The job status of an individual reflects his income, his position in the company, if the person is having good qualification and the person is not given the job according to his status then it can lead to dissatisfaction. The job status in his / her company will also affect their status in social world which is outside the company.

5.2.7. Job Level:

Many researchers suggest that there is positive relationship between job level and job satisfaction. Job satisfaction of an employee increases when they are employed on higher designation / positions in the company. It is observed that higher designation employee are more satisfied than lower designation / position employee as they get higher salaries. They are paid more than lower designation employee; they also get better other facilities provided by the management which the lower designation employee do not get. They are given more respect by the management. Higher position employee gets more challenging jobs, their working condition are better than other.